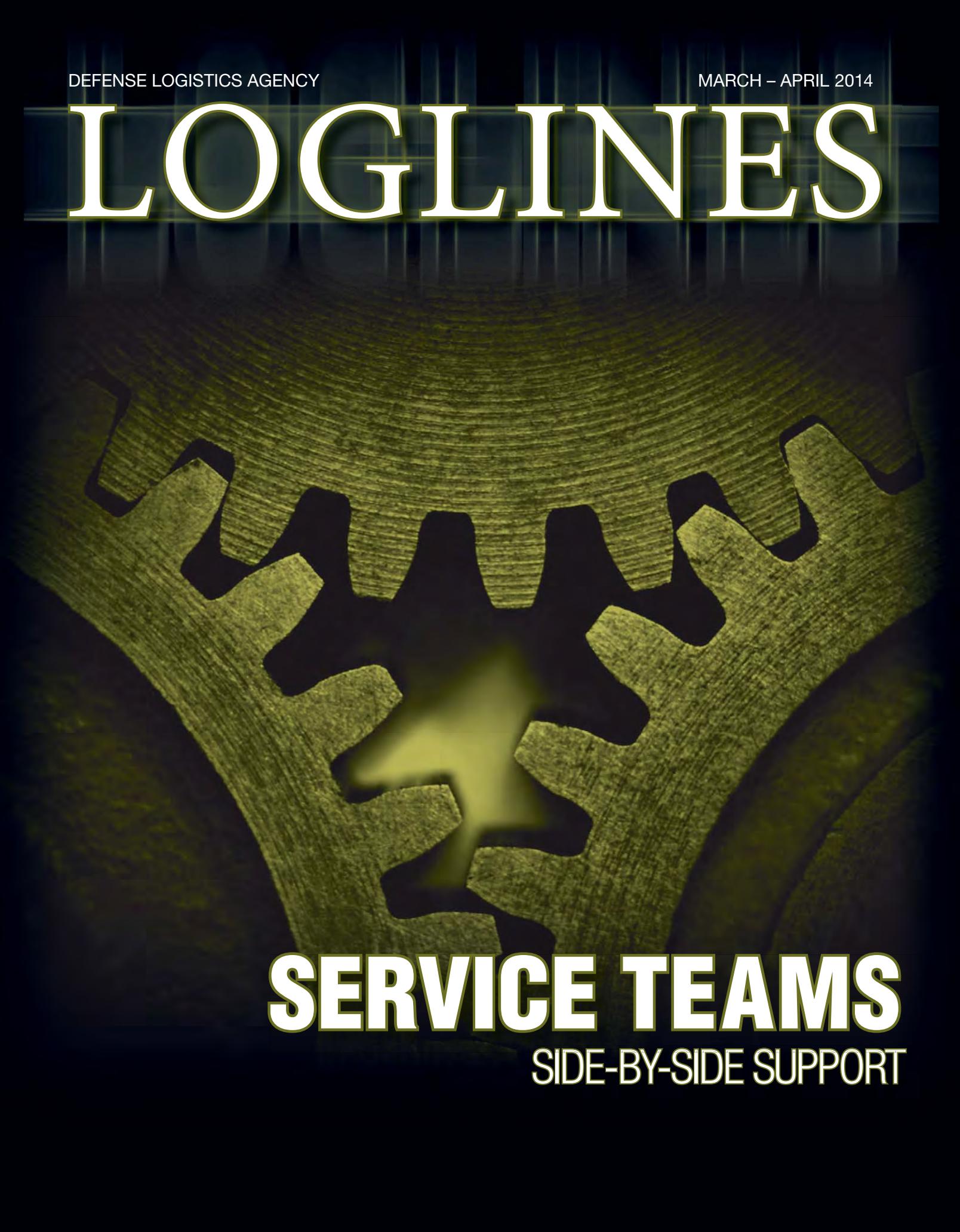


DEFENSE LOGISTICS AGENCY

MARCH – APRIL 2014

LOGLINES



SERVICE TEAMS
SIDE-BY-SIDE SUPPORT

Report Documentation Page			<i>Form Approved OMB No. 0704-0188</i>	
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1. REPORT DATE APR 2014	2. REPORT TYPE	3. DATES COVERED 00-00-2014 to 00-00-2014		
4. TITLE AND SUBTITLE Loglines. March-April 2014		5a. CONTRACT NUMBER		
		5b. GRANT NUMBER		
		5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)		5d. PROJECT NUMBER		
		5e. TASK NUMBER		
		5f. WORK UNIT NUMBER		
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Logistics Agency,8725 John J. Kingman Road Suite 2545, Fort Belvoir, VA,22060-6221		8. PERFORMING ORGANIZATION REPORT NUMBER		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)		
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)		
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited				
13. SUPPLEMENTARY NOTES				
14. ABSTRACT				
15. SUBJECT TERMS				
16. SECURITY CLASSIFICATION OF:		17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 40	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified		



from the

DIRECTOR

Navy Vice Adm. Mark Harnitchek, USN
Director, Defense Logistics Agency

Our customers – America's war-fighters – are the focus of everything we do, and we have made great strides in our efforts to delight the customer.

Whether it's meeting regularly with senior leaders from the military services, combatant commands, and federal and defense agencies we serve, or putting DLA people in the theater right next to war-fighters, we're doing everything we can to ensure our customers' needs are met.

The teams in DLA Logistics Operations' Military Service Support Division serve as DLA touchpoints for the customers we support – expediting orders, solving problems and providing training when it's needed. These five teams – one for each service and another for federal and international customers – are constantly tuned into what our customers need and work to ensure they get it.

When the Army told us they needed help with their pre-positioned stock in the Pacific, our team went to work to help

the service find ways to save money by reducing costs associated with expiring and re-buying stock. The work being done in that part of the world could save the Army at least \$300 million over the next three years by reducing the need to keep things on hand that DLA could deliver to the right place at the right time. That initiative looks to get bigger if it's successful.

Not long ago, the Navy needed washing machines for the USS Dwight D. Eisenhower, and needed them fast, before the ship went on a seven-month deployment. They contacted our team, who worked with DLA Troop Support to get those machines aboard days before the Eisenhower went to sea. Likewise they needed more parts in 5th Fleet, a bigger warehouse in Bahrain and more fuel in USCENTCOM. And, like the washing machines for the Ike, DLA met the need – and met it fast.

When the Marines needed help getting rid of unused tactical vehicles, our service team linked them up with folks at DLA Disposition Services to turn the unneeded vehicles into either scrap or training targets for the Air Force.

As DLA looks for ways to reduce the amount of stuff we keep on hand, our Air

Force team is working to ensure parts support for smaller fleets – like the B-2 bomber – remain robust enough to support those crucial aircraft.

This important customer service effort goes beyond the military services. A fifth team supports a range of federal agencies, including the Federal Emergency Management Agency, the Coast Guard, the Department of Homeland Security and the General Services Administration, as well as international customers through the Foreign Military Sales program.

All of those partnerships are important, and all of those customers deserve the same peerless support the military services get.

The bottom line is no matter how great a job we know we're doing, we're only as good as our customers think we are. If we continue to provide what they need, when and where they need it, and work with them to make sure they're getting the best prices and service we can provide, that takes care of itself.

I know each and every one of you knows how important our customers are, and I know you all are doing everything you can to make sure they know it. Keep up the great work! *

LOGLINES

Official Flagship Publication of the Defense Logistics Agency

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Loglines is the authorized publication for the Defense Logistics Agency's workforce of federal civilians, active-duty military and Joint Reserve Force augmentees at agency activities worldwide and industry customers of DLA. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. government, the Department of Defense or the Defense Logistics Agency.

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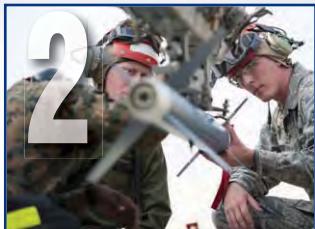
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Loglines is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the address below:

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A Team Effort

Story by Sara Moore

Nothing keeps customers satisfied like tailored service and support, and that's exactly what the Defense Logistics Agency provides through its robust division of military support teams.

Operating under DLA Logistics Operations, the Military Service Support Division includes about 60 people, military and civilian, in five teams. Each team corresponds with one of the military services – Army, Navy, Air Force and Marine Corps – with the fifth team dedicated to other federal agencies and international programs.

"Their whole purpose in life is to serve as the conduit between their

respective military services, federal agencies and DLA, to ensure that we know what our customers' requirements are, to make sure those requirements are communicated to DLA, and that DLA does its level best to provide that support back to our customers," said Mike Brletich, deputy division chief of the Military Service Support Division.

Each team has about 10-12 people, including a national account manager, a customer account manager and several customer support representatives. These team members communicate directly with the military services and federal agencies and help expedite orders, resolve concerns, and provide training,

Brletich said. Through daily interaction with military and federal agency representatives at all levels and on-site collaboration with customer support representatives, the teams build strong relationships with the customers and help the agency tailor its support, he said.

"Essentially, these teams represent the equities of the agency and the equities of the services," he said. "It's really a great position to be in, quite frankly, because you're the front-line conduit between the services, federal agencies and DLA. We are DLA's face to the customer. It's a huge responsibility as well to make sure that service and federal agency requirements are clearly communicated to DLA and, likewise, ensuring that DLA is doing everything possible to provide optimal support."

The military support teams were created in 2003 as part of the agency's implementation of Business Systems Modernization, Brletich said. Under that initiative, customer relationship management became very important, he said, and the account managers and support teams were established. Brletich joined the division in 2005 after 28 years in the Marine Corps and served with

Airman 1st Class Gerald Rascoe helps Marine Corps ordnance technicians load a missile at Kunsan Air Base, South Korea. Service members from the different military branches often work together in the field, but they have unique logistics needs, which are supported by DLA Logistics Operations' Military Service Support Division. The division includes five teams that support the military services and federal agencies.



Air Force Senior Airman Armando A. Schwier-Morales



Airmen load supplies onto a C-17 Globemaster III from Joint Base Pearl Harbor-Hickam, Hawaii, on Kadena Air Base, Japan. Members of the military support teams in DLA Logistics Operations work closely with the services to ensure logistics needs are met.

the Marine Corps team for more than eight years before being promoted to his current position.

In his time in the division, Brletich said, he has seen the teams expand their support in many ways and adapt to meet the changing operational requirements of the services. He noted that they were able to effectively support their customers while the country was fighting two wars and had continual stateside requirements, while the teams simultaneously expanded the scope of their support. An example of this expansion is the Federal and International Programs Team, which has set up different lanes for various federal agencies such as the Coast Guard, the Federal Emergency Management Agency, Department of Homeland Security and General Services Administration, along with international programs such as Foreign Military Sales.

"I think the military services and federal agencies realize what DLA brings to the table – how we can help them, how we can do business more effectively, more efficiently, and more cost effectively for them in many instances – so they've turned to DLA more than I think they ever have in the past," Brletich said. "There's a huge trust and confidence factor here. And what I see as I look across the teams is that the services really know that they can depend on DLA, so they lean on us heavily and look to us to handle these logistical support requirements for them."

As the military has drawn down in Iraq and Afghanistan, the military support teams have the added responsibility of supporting retrograde operations and refitting the forces for future operations, Brletich said. He said he anticipates that focus to continue, as well as a shift to

more emphasis on the Pacific region as dictated by the Office of the Secretary of Defense. Like the teams have done through other periods of change, he said, he expects them to keep providing

great support to the services and federal agencies and maintain DLA's reputation as a world-class combat support agency.

"Essentially, these teams represent the equities of the agency and the equities of the services. It's really a great position to be in, quite frankly, because you're the front-line conduit between the services, federal agencies and DLA. We are DLA's face to the customer."

— Mike Brletich

accomplishing the mission. I strongly believe in what we do, strongly support what we do, and absolutely love this job." ★



Balancing Act

Story by Amanda Neumann

A significant challenge facing the Defense Logistics Agency today is simultaneously supporting Army forces in Afghanistan and helping the service plan and execute its withdrawal from the country.

"The Army is the largest component in theater, and they are our main customer," George Smith, a senior logistics analyst in DLA Logistics Operations, said. "So one of our main issues is balancing the level of continued sustainment against the support for retrograde. The focus cannot be solely on just getting out; we still have to continue supplying the troops on the ground until the last Soldier leaves. We are still

providing food, uniforms, tents, fuel, lumber and barrier materials, as well as repair parts and medical supplies. We have to keep bringing those into theater in the right numbers, while at the same time, help each of the services retrograde stuff that's no longer needed."

Currently, retrograde materials destined for the United States go by one of two ground routes out of Afghanistan, either through Pakistan or via the Northern Distribution Network, a series of rail and truck routes across Europe and Central Asian countries, Smith said.

"Primarily what is being retrograded by the Army now is the large items, such as vehicles and equipment, excess to

the mission that has to get back to the states for future operations," he said. "Most of the retrograde that the Army is doing is still going [over] ground through [Pakistan], but the Army is also using alternate routes through the NDN to retrograde equipment out of Afghanistan."

Other items, such as copper wiring and brass casings, are turned into DLA Disposition Services for disposal, Smith said.

"A key role that DLA is playing in theater is through Disposition Services," he said. "We're assisting the Army so they don't have to retrograde scrap or battle-damaged and obsolete vehicles that are no longer needed. It makes no sense to ship those back to the states. Handling, demilitarizing, scrapping and disposing of all this material in theater frees up the pipeline and allows the Army to retrograde equipment and material that is still needed."

For DLA Disposition Services, recent troop withdrawals in the region have caused an increase in requests for disposal services, Smith said.

"In 2013, we disposed of about 140 million pounds of scrap metal, and we're tracking a total of 431 million pounds of scrap metal since [DLA] Disposition Services has been in theater," he said.

A truck carrying scrap metal is weighed as it leaves a DLA Disposition Services yard in Afghanistan. In 2013, DLA Disposition Services disposed of 140 million pounds of scrap metal, such as copper wire and brass casings, in support of retrograde operations in theater.



Photo courtesy DLA Disposition Services



"That's equivalent to 39,000 20-foot containers that the Army did not have to ship back to the states. And as more troops pull out of theater, this generates additional turn-ins of both scrap metal and obsolete, damaged equipment."

In order to keep abreast of the increasing and ever-changing demands and requirements, communication between DLA and the Army is crucial, Smith said.

"We work very closely with each one of the services, but primarily with the Army, on making sure that we are tracking their requirements, both for sustaining the troops on the ground as well as assisting with the retrograde effort," he said. "It's a constant communication between us and the Army."

One thing that has helped DLA keep current on the pulse of the Army

is a series of recurring meetings and discussions with key stakeholders, Smith said. The talks are part of an ongoing effort to keep the lines of communication open, and several significant solutions have come out of them, including one that has not only saved money, but lives.

In Afghanistan, DLA Disposition Services operates four primary disposal sites along with seven, smaller hub-based disposal operation sites, movable operations set up at forward operating bases that require additional support. Through the meetings, DLA was able to identify what

personnel and equipment would be needed to support increased operations at the HBDOs, Smith said.

"Our four primary sites can handle 100 percent of demilitarization and disposal, and two of the seven HBDO sites can

A forklift carries a truck to the cutting pad at a DLA Disposition Services yard in Afghanistan. Over the past three years, DLA Disposition Services has demilitarized 2,858 vehicles for the U.S. Army in Afghanistan as part of retrograde operations.

actually take and demil heavy equipment," he said. "The other five sites take smaller equipment for demil and disposal. But, through the coordination of these various meetings, we were able to identify requirements and plus-up the number of personnel and the amount of equipment that we had in theater in order to support increased additional operations."

The initiative, called the area-of-responsibility mission reduction, allowed DLA to achieve two goals: increase operational support with the HBDOs and, in turn, keep convoys off the roads, Smith said.

"We've done that in order to reduce the amount of trucks that the Army has to put on the road to get scrap to one of our primary sites," he said. "Because anytime a Soldier has to put a truck on the road in Afghanistan, it puts their lives in danger."

By directly listening to customers' needs and providing a direct line of communication from agency to customer, DLA has been able to refocus its assets and reposition resources throughout the theater.

personnel and equipment would be needed to support increased operations at the HBDOs, Smith said.

"Our four primary sites can handle 100 percent of demilitarization and disposal, and two of the seven HBDO sites can



SERVICE TEAMS

SIDE-BY-SIDE SUPPORT



Steen Crawford

A Volvo Shearer cuts a large fiber piping at a DLA Disposition Services yard in Afghanistan. A total of 431 million pounds of scrap metal has been demilitarized for the U.S. Army in Afghanistan over the past three years in support of retrograde operations.

because of [improvised explosive devices] and terrorists. So by setting up these sites, we were able to keep a number of Soldiers and convoys off the road."

In 2013, 7,750 Soldiers and 6,789 trucks, equal to 310 convoys, were kept off the roads, saving the Army an estimated \$30 million and countless lives, Smith said.

"Just this one change was a direct result from these meetings," he said. "One of the biggest challenges for the Army is that it's so large, and they cover such a large geographical area during their operations. So being able to try to support the customer when they are so spread out can be a challenge. The flexibility that we've implemented in theater, allowing us to shift our resources to where the

customer needs them, has been one of our key factors in being successful."

Another area of success for DLA lies in the communication coming out of the monthly Redistribution, Redeployment, Reset, Return and Disposal meetings hosted by the Army, Smith said. By directly listening to customers' needs and providing a direct line of communication from agency to customer, DLA has been able to refocus its assets and reposition resources throughout the theater.

"The biggest advantage is not only are we talking to the customer at the strategic level here in the states, but we also bring the customer that's in theater into the meeting through the secure video teleconference capability," he said. "We're getting the information and the changes in requirements from the people on the ground, and we have the people back here in [the United States] that can actually implement the changes and allocate the resources. We've been able to coordinate

very closely with the Army in order to shift our priorities, manpower and equipment to meet their requirements."

But DLA's support to the Army isn't just exclusive to the Middle East. Another DLA initiative, created to assist with pre-positioned stock for the Army in the Pacific, is quickly gaining momentum, said Pete Halseth, deputy national account manager for the Army in DLA Logistics Operations.

Designed to eliminate the expiration and re-buying of stock, the initiative makes use of DLA's vast distribution networks to help fulfill stock requirements, Halseth said.

"The Army and other services buy [an item] from DLA, put it someplace on a shelf, and it sits there," he said. "It deteriorates, and now the Army has got liability associated with it. That's additional costs, and then they've got to replace the stock at the end of the day. ... What we're doing for them

is taking that stock back, optimizing where it is and how they get it, and then synchronizing the supply chain in order to support any contingency operation over there. This offers the services the ability to buy directly from DLA without having to replace stock due to shelf life, obsolescence and degradation in storage."

With a conservative estimate of \$300-\$500 million in cost savings over the next three years for the Army alone, the initiative focuses mainly on synchronizing war reserve material, used to support disaster relief efforts, contingency operations, noncombatant support operations, and natural disasters, Halseth said.

"[The cost savings are] huge, because once you have to dispose of something, then you've got handling costs, transportation costs and other disposal costs depending on what the materials are," he said. "Then you've got to buy it again, so you have procurement costs and another transportation cost to get it in

there. It's punitive to the services."

By synchronizing all the working pieces in the supply chain, DLA is able to get items to the Army where and when they need them.

there. It's punitive to the services."

By synchronizing all the working pieces in the supply chain, DLA is able to get items to the Army where and when they need them, Halseth said.

"When the Army drops a requisition for [an item] and it's a high priority, we'll fill it out of the enterprise stock, wherever it may be," he said. "It's a combination, items are either coming directly from the theater if we forward stock it, from the enterprise if we have stock available, or from a vendor base. We've already have discussions with U.S. Transportation Command, [the Army's] Surface Deployment and Distribution Command, and DLA Distribution, so we've synchronized all the parts, and contractors too for certain commodity items."

When tested, the new initiative significantly improved logistics response times, Halseth said.

"We had a nearly 90 percent rotation on the stocks by doing this," he said. "And the transportation timeframes of when they would get it were well within their 60-day requirement to have the stock on hand. With DLA, they buy point of sale, so it comes to them quicker. It was around seven to 10 days [if an item was already stocked] in the Pacific and somewhere around 30 to 40 days [via surface transportation], which is below their timeframe."

With the initial phase a success, the Army approved a second phase, completed in February, as well as a third phase to bring the effort to U.S. Central

Expanding the Army Partnership

Defense Logistics Agency Energy supports the Army's energy programs and energy conservation efforts through a variety of programs.

DLA Energy does more than procure and manage the service's petroleum requirements. It also serves as a centralized procurement agent for coal and natural gas, and for electricity in states with deregulated markets, said Pam Griffith, DLA Energy Installation Energy director.

DLA Energy also supports the Department of Defense's expanded use of renewable energy on its installations, she added.

"Our natural gas program provides Army customers with 20-30 percent

in 'cost avoidance' savings through its competitive purchasing practices, as compared to local utility provider rates," Griffith said. "This translated to more than \$10 million in avoided costs for participating Army installations in fiscal 2013."

To ensure the Army receives competitive rates for its power, DLA Energy employs competitive purchasing practices under regional electricity procurements, along with diversified purchasing strategies, she said.

In addition, Griffith said, "We have partnered with the Army to implement cost-effective renewable energy solutions on its installations. A recent large-scale solar effort at Fort Detrick, Md., is projected to save the Army millions in electricity costs over the life of the contract."

DLA Energy also serves as a

coordinator and facilitator for DoD's participation in electricity demand response programs. Under these programs, customers can receive financial incentives to curtail demand and reduce load during peak periods in response to system reliability or market conditions.

In 2009, DLA Energy expanded its support to begin assisting customers in enrolling and participating in various electricity demand response programs, said Larry Fratis, chief of DLA Energy's Electricity, Renewable Energy and Energy Savings Performance Contracts branch.

"The Army responded with the enrollment of more than 33,000 kilowatts across various states, netting them more than \$2 million in utility payment credits," Fratis said.

In addition to the savings under the natural gas and electricity programs,



SERVICE TEAMS

SIDE-BY-SIDE SUPPORT



Army Cpl. Scott Olijar

One of the primary functions of DLA Disposition Services is to remove scrap metal from forward operating bases, such as this one at Ghazni, in eastern Afghanistan. In 2013, increased disposal functions at DLA Disposition Services' seven hub-based disposal operation sites kept more than 310 convoys from having to travel to larger disposal sites, resulting in \$30 million in savings.

thing: We're leveraging DLA capabilities to position it where it makes the most sense to be able to utilize. So all of it doesn't necessarily need to be in theaters where the requirements are."

By opening the initiative to the other military services, Halseth estimates that between transportation, procurement and material costs savings, the military could save anywhere between \$1 to \$2 billion annually.

"This is innovative stuff that we haven't done before," he said. "The difference is this allows DLA to optimize the facilities and materials that it has, and it also improves forecasting models so we can make smarter buys. ... This will improve our procurement cycles too. Plus, we're in the process of finding the commonalities of DLA items across the services that we can optimize. The potential for this is huge, not only in cost savings, but in synchronizing everyone and everything together." ★

Command, Halseth said.

"It's a great collaborative effort," he said. "The Army was really happy with it, so now they want to expand it. So we had a Phase 2 expansion in the Pacific, where we pulled together [subject matter experts] again from both sides of the fence to collaborate in order to transfer more material over. Phase three will encompass moving the initiative to CENTCOM. We're also going to do the [continental-U.S.]-based stocks that DLA stores for the Army. Then we'll hopefully be able to wrap in the other services too. Because if the Air Force needs it and the

Army needs it, it makes sense for DLA to stock it and support both sides, so they won't have to have it in their contingency-based stocks."

With the Army serving as the model, DLA hopes to begin expansion to the other military services by October, Halseth said.

"This initiative is twofold: right now, it focuses on the Army in the Pacific," he said. "But the overall intent is to globalize it, not only with the Army but with the other services, in order to rightsize war reserve inventory and optimize what DLA does. ... That is the beauty of this whole

DLA Energy supports the Army in "energy savings performance contracts," Griffith said.

"These contracts allow private energy service companies to implement energy-saving technology on Army installations," Griffith said. "The savings obtained from the energy-reduction measures are used to pay for the projects. In fiscal 2013, the guaranteed energy savings for our Army customers totaled \$4 million. Once the projects are complete, all the savings stay with the installations."

"The Army is our biggest customer when it comes to ESPCs," Griffith said. "We awarded a \$59 million ESPC in

support of the Army Reserve's 99th Regional Support Command Nov. 25, 2013, and have several other energy conservation efforts in the pipeline or already under contract."

The Army can continue to leverage DLA Energy programs and expertise to maximize their savings, Griffith said.

"Given the current fiscal climate and push to reduce costs, we will continue to expand our partnership with the Army, as well as the other services, to identify opportunities for participation in our programs," she added.

— Susan Lowe, DLA Energy



Army Cpl. Scott Olijar

A recent large-scale solar effort at Fort Detrick, Md., will use solar panels similar to these. It is projected to save the Army millions in electricity costs over the life of the contract.

Semper Support

Story by Sara Moore

The Marine Corps prides itself on being “always faithful” and responding quickly and ably when needed around the globe. But even the best fighting force needs a support team backing it, and that’s where the Defense Logistics Agency comes in. At DLA Headquarters and in the agency’s field organizations, a team of military and civilian professionals dedicates itself to ensuring the Marines have what they need to remain ready and capable.

“Our primary purpose is to be the honest broker on issues of logistics support between the Marine Corps and DLA,” said Joe Carter Jr., the customer account manager for the Marine Corps team in DLA Logistics Operations. “In essence, we’re ensuring that the interest of both the Marine Corps and the DLA enterprise are met.”

Carter is one of a team of 10, including a national account manager, a deputy and several customer support representatives, who make up the Marine Corps Service Team in DLA Logistics Operations. The team members engage with the Marine Corps at all levels, from senior leaders down to Marines in the field, to expedite logistics processes and resolve problems.

The Marine Corps team keeps its relationship with the service strong

Marines in Afghanistan, like these on patrol through Sangin District, have a direct line of communication to the Defense Logistics Agency through the Marine Corps Service Team, which expedites logistics issues and solves problems for Marines in the field.

— Photo by Marine Corps Cpl. Ned Johnson





SERVICE TEAMS

SIDE-BY-SIDE SUPPORT

through several key connections at high-level commands, said Marine Corps Col. Emily Swain, national account manager for the Marine Corps team in DLA Logistics Operations. The team has customer service representatives embedded at Marine Corps Systems Command in Quantico, Va.; Marine Corps Logistics Command in Albany, Ga.; Marine Forces Reserve in New Orleans; and Headquarters Marine Corps Installations and Logistics at the Pentagon. These representatives function as members of those respective staffs, she said, allowing for two-way communication and proactive strategies to solve problems, sometimes even before a problem is evident.

"I think that the Marine Corps team has a very strong connection with the logistics command and the operational

forces on problems that Marines encounter every day," Swain said. "We're happy to be in a position to be able to get a Marine the kind of answer that they're looking for – the quick answer, that they're not just lost in the shuffle, but there's really someone out there who wants to solve their problem and then makes it happen."

Resolving day-to-day issues at the tactical level has always been a primary function of the Marine Corps team, but as the operational tempo has changed and global missions have evolved, team members find themselves working on larger issues in addition to their normal workload, Swain said. For the past 10 years, she noted, the Marine Corps and other military services have been focused on wartime operations and have necessarily put other things, like

prioritizing and cleaning out retention stocks, on the back burner. Now that wartime operations have slowed, DLA is working with the Marine Corps on these "housekeeping" items, she said. The current focus is on determining the appropriate level of forward-stocked items for the Pacific theater, with the other global theaters to follow, and on eliminating obsolete inventory, she said.

"DLA is always looking to improve its processes and provide better customer service, and we've been working as that link between DLA and the Marine Corps to rightsize those

Marines ruck march during a day field exercise at the Marine Corps Mountain Warfare Training Center in Bridgeport, Calif. Marines in the field rely on the Defense Logistics Agency for support, and the Marine Corps Service Team in DLA Logistics Operations acts as a conduit between DLA Headquarters and warfighter customers.



Marine Corps Staff Sgt. Steve Cushman

forward-stocked items," she said.

The Marine Corps team is working on a number of other initiatives with the service, one of which is implementing a joint environmental material management service in Okinawa, Japan, Carter said. This service is replacing a Navy contract that was in place and will streamline the hazardous material supply chain by consolidating storage and delivery functions into one DLA-provided service, he said. The new service is expected to save the Marine Corps millions of dollars, he said, and will be expanded to other sites in the future.

Another important initiative the team is working on is developing a performance-based agreement for cataloguing with the Marine Corps, Carter said. This has been an ongoing effort that has taken longer than expected due to competing priorities, but DLA Logistics Information Services, Marine Corps Systems Command and Marine Corps Logistics Command have developed a working group that meets every two weeks to analyze and refine the cataloguing process between DLA and the Marine Corps. Everyone involved is committed to completing the agreement as soon as possible, because it will reap great dividends for the Marine Corps and DLA, he said.

"Cataloguing is so critical to ensuring that we have the correct parts," Carter said. "When the Marine Corps brings a new weapons system online, it's important that we have an efficient cataloguing process so that when the weapons system becomes fully operational and capable, we have the right parts identified and on the shelf to support the sustainment of those weapons systems."

While the team members at DLA Headquarters work on high-level issues with the Marine Corps commands, customer support representatives in the field work tirelessly with individual units

Marine Corps Sgt. Michele Watson



to ensure their logistics needs are met, often tapping the expertise of personnel at the agency's field activities to provide well-rounded support.

At Marine Corps Logistics Command, Brenda Olds has served as the DLA customer support representative for nine years, bringing with her years of experience working for the Marine Corps. As the face of the Marine Corps support team to customers there, Olds said she interacts daily with customers at all levels, attending meetings to understand their needs and explain DLA capabilities, and resolving issues, often before they become real problems.

"It is extremely beneficial to DLA and the Marine Corps to have customer support representatives embedded with the customer," Olds said. "Forward customer support presence ensures personal engagement is maintained, which is vital to help preserve current customer relationships and also serves to help build a foundation for future partnerships."

Marine Corps Lance Cpl. Derrek Valimont, a member of the Combat Logistics Battalion 1, helps load a 20-foot container of reusable gear during a retrograde operation at Camp Hanson, Afghanistan. As U.S. forces draw down in Afghanistan, the Marine Corps Service Team in DLA Logistics Operations has put emphasis on the retrograde mission.

In line with the DLA director's goal to reduce inventory and increase efficiency, many of the Marine Corps team's efforts have revolved around identifying and reducing excess stock and streamlining processes. Those efforts are evident at DLA Headquarters, where the team works with Marine Corps commands to evaluate contingency stock levels, and in the field, where customer support representatives implement solutions that save time and money.

In October, Olds recalled, DLA Distribution identified 1,175 national stock numbers owned by the Marine Corps and stored at DLA depots that had been inactive for more than two years. After the reasons for inactivity



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were determined, Olds took action on all receipt and inventory errors DLA was responsible for and provided an analysis of the remaining stock numbers to the Marines to help them decide what action to take, she said. Working together, DLA and the Marine Corps eliminated 388 national stock numbers, freeing up about 20,000 cubic feet of storage space.

In another successful partnership, DLA and the Marine Corps were able to transfer hundreds of unused tactical vehicles from Marine Corps Logistics Command for demilitarization and disposal. The need to transfer these vehicles, known as MK48 Logistics Vehicle Systems, became urgent due to space constraints, Olds said. DLA Disposition Services worked directly with the Marine Corps to immediately ship the first 100 vehicles to Anniston Army Depot, Ala., for demilitarization and ship the remaining vehicles to Nellis Air Force Base, Nev., to be used as targets for Air Force training, said Sherry Low, customer management division chief at DLA Disposition Services.

"This was a win-win situation for all parties because not all the property had to [be demilitarized, or have its specific military capabilities removed]," Low said.

"And, because these were re-used by the U.S. Air Force as targets, the Air Force did not have to expend additional funds to purchase soft targets for training."

DLA Disposition Services works closely with the Marine Corps to provide the best possible support, Low said. DLA Disposition Services is in the process of hiring a Marine Corps representative to replace one who recently retired. That new representative will be physically located at Marine Corps Logistics Command to work with the customers and develop close working relationships, she said. DLA Disposition Services personnel at all levels interact regularly with Marine Corps customers, she noted, ensuring

that disposal operations move smoothly and efficiently.

"Close collaboration is vital to ensure that Marine customers understand what DLA can bring to the table to improve their ability to support the warfighters and their weapon system platforms."

— Jeffery Gamber

key in keeping the service mission-ready, said Jeffrey Gamber, weapons system support manager in the Land Customer Operations Directorate. A retired Marine who has supported the Corps in DLA Land and Maritime for 12 years, Gamber played an important role in fielding the Mine Resistant Ambush Protected vehicle for the service. Gamber helped planners from the Marine Corps and the Joint Program Office with all aspects of support for the vehicles, including new procurement, cataloguing, provisioning, inventory management and disposal. His and other DLA experts' collaboration with the Marine Corps led to adoption of a support strategy for MRAP fielding that was in place from 2006 to 2014 and ensured readiness levels for that critical vehicle stayed above the service's goal, he said.

"Tens of thousands of lives were saved due to DLA's early involvement and commitment to support the program," Gamber said. "Close collaboration is vital to ensure that Marine Corps customers

Marines at Camp Dwyer, in Helmand province, Afghanistan, lower a self-loading bed of an MK48 Logistics Vehicle System. DLA helped the Marine Corps dispose of hundreds of excess MK48 Logistics Vehicle Systems at Marine Corps Logistics Command, Albany, Ga.



Marine Corps Lance Cpl. Robert R. Carrasco



understand what DLA can bring to the table to improve their ability to support the warfighters and their weapon system platforms."

All of DLA's successes in supporting the Marine Corps can be tied back to collaborative relationships, Swain and Carter agreed. Most members of the Marine Corps team have been in their jobs for close to 10 years and have developed close ties with the customers they support, Swain said. The customer support representatives embedded at Marine Corps commands have been able to become so in sync with their customers that they tailor training to fit their unique requirements and often anticipate needs before the customers are even aware of them, she noted.

One of those customers, Marine Col. Christopher Edwards, assistant chief of staff for logistics at Marine Corps Base Quantico, has experienced DLA support throughout his career, both during combat operations and now in a support role. During the Marine Corps surge into Afghanistan in 2009-2010, Edwards was the assistant chief of staff for logistics for 2nd Marine Expeditionary Brigade, which has subsequently been renamed

MEB-Afghanistan. He said he remembers DLA personnel from the Marine Corps support team approaching him before deployment and offering support from initial deployment planning through the end of his brigade's mission.

"The DLA team worked closely with us as the MEB established a robust supply capability in theater," Edwards said. "There were no issues too small to bring to their attention, yet they also had the horsepower to resolve large issues extending back to the industrial base."

In his subsequent stateside assignments, as commander of Combat Logistics Regiment 25 and now at Quantico, Edwards said he has enjoyed continuing support from DLA in every area, including retrograde and refit of equipment, disposal of excess material, and training on a variety of DLA and Defense Department automated logistics systems.

Establishing familiarity and trust between DLA and Marine Corps customers is important, Swain said, because Marine Corps officers are not assigned to DLA as frequently as officers from other services and therefore might not be as knowledgeable about

Marines in the field rely on the DLA for vital equipment, like this tire being replaced at Forward Operating Base Whitehouse, Afghanistan. The Marine Corps Service Team in DLA Logistics Operations helps ensure the Marine Corps' needs are met through daily interaction with service representatives.

the agency. Through daily interaction with customer support representatives and regular meetings like the quarterly Partnership Agreement Council meeting with Marine Corps stakeholders, and the annual Marine Corps-DLA Day, the team has developed a very close bond with the service.

Carter agreed, noting that at many Marine Corps locations, DLA's customer support representatives are seamlessly integrated as part of the team.

"The Marines view our CSRs as part of their staffs, and that's further testament of the work that our CSRs have done in addressing and resolving customers' concerns and issues," Carter said. "By virtue of them doing that, our relationship is one of the best I've seen in years. It's not a 'we versus them' attitude; it's us together – one team, one fight. We are DLA, and they see us as an integral part of their solutions to logistics challenges." ★



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Supporting the FI

Story by
Navy Petty Officer 1st Class Daniel Garas

With a worldwide presence and managing nearly 5 million items across nine supply chains, the Defense Logistics Agency provides the U.S Navy with food, fuel and countless other items needed to complete its mission.

The agency's Navy National Account Manager Team, led by Capt. Bernie Knox, makes sure Navy logisticians know all the ways DLA can help.

"I like to think of myself as the customer service rep, so I interface with the Navy on anything and everything dealing with DLA," Knox said. "In that role our team advocates and we explain Navy issues within DLA."

Knox and his team work to ensure the needs of a flexible, global force are met.

Knox's deputy, Navy Cdr. Bruce Begley, explained the team serves as the primary touch point for the Navy at DLA.

"Whenever the Navy comes to us, our intent is to be able to say, 'How can we help you?'" he said.

The Navy NAM team communicates through a partnership agreement council that allows its members to interact with Naval Supply Systems Command, the service's primary logistics unit, and with other Navy supply organizations. The team also solicits feedback from

A helicopter from the Military Sealift Command dry cargo and ammunition ship USNS Richard E. Byrd delivers supplies to the amphibious dock landing ship USS Harpers Ferry. DLA initiatives help keep the Navy supplied across the globe.

— Photo by Navy Petty Officer 1st Class Kim McLendon



eet

individual logisticians.

Each of DLA's subordinate organizations, known as primary-level field activities, specializes in a certain aspect of supply such as aviation, troop support, energy or distribution. The team also engages daily with DLA's field activities and NAVSUP. They and the Navy NAM team work closely with the Navy to get supplies out to all levels of the fleet.

Coordinating the requisition and movement of supplies from DLA organizations out to customers requires teamwork and flexibility, Knox said.

When Lt. Jerome Lopez, a supply officer on the Navy NAM team, learned the USS Dwight D. Eisenhower needed washing machines on short notice before a seven-month deployment, he contacted a counterpart at DLA Troop Support in Philadelphia for help.

"I went through DLA channels and asked them if they had any washing machines," Lopez said. "I remember we got them the washing machines only a week before they deployed, but it happened."

Knox said he is proud of the work that the civilian and military members of the Navy NAM team do each and every day.

"There is always a different issue to address daily," he said, "and that makes the job extremely challenging, yet absolutely rewarding."

A relatively new initiative known as Inventory Management and Stock Positioning is making use of DLA's inventory network to fill customers'

requirements at fleet readiness centers. The system was implemented at Fleet Readiness Center Southwest in San Diego in June and Fleet Readiness Center Southeast in Jacksonville, Fla., in October. It is set to go online in Cherry Point, N.C., in March.

The program came about after the 2005 Base Realignment and Closure Act, which aimed to increase Department of Defense efficiencies and reduce cost by streamlining military installations.

"What IMSP does for the Navy is it takes DLA's supply, distribution, [information technology] solutions and process capabilities and extends them down to the warfighter," said Karyn Runstrom, chief of stock position, distribution and retail operations sustainment in DLA Logistics Operations.

"In essence, what we are doing is moving the point of sale."

IMSP was able to connect the Navy and DLA supply and distribution systems into one seamless program.

Knox said DLA and the Navy have worked closely to develop the most efficient fleet supply systems possible.

"It was critically important that there be open dialogue between us and the Navy," Knox said. "They had to meet many times to design a system that matched the Navy's needs."

The resulting success has the Navy

Sailors prepare to unload supply pallets during an underway replenishment aboard the guided-missile destroyer USS William P. Lawrence. DLA field activities and the Navy National Account Manager Team work closely with Navy Supplies Systems Command to get supplies out to all levels of the fleet.





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Navy Petty Officer 3rd Class Lorenzo J. Burleson

looking to expand its use of DLA systems, he added.

Runstrom said she sees the partnership between the DLA and the Navy as successful.

"I personally think that it's had a huge impact," Runstrom said. "You can't move places together if you can't work together."

Another way DLA helps the Navy is through use of a model known as performance-based logistics, a system that combines multiple service contracts for similar items into a single PBL arrangement.

The instruction to use PBLs came from Better Buying Power 2.0., an initiative championed by former Undersecretary of Defense for Acquisition, Technology and Logistics Frank Kendall.

"It's basically an initiative to achieve greater efficiency and productivity in

defense spending," Betty Hoapili, DLA's chief of PBLs, said. "PBLs are just one part of it, but our part is extremely important."

In the past, the Navy was in charge of determining the type and quantity of parts or supply needed per contract. This was measured by raw material output, such as the number of items delivered or the hours of services provided. In contrast, PBLs place the contractor in charge of determining how many of an item are needed and measuring outcomes in terms of desired performance requirements.

"For performance-based logistics, what you're doing is going to a manufacturer and establishing a contract with them that says, 'We will pay you if you take on this business for us because it doesn't make fiscal or logistical sense for us to keep this business,'" Knox said. "All of this is to incentivize original equipment

Sailors aboard the guided-missile cruiser USS Gettysburg receive cargo from the Military Sealift Command fast combat support ship USNS Arctic during a replenishment at sea. DLA initiatives like forward stocking have improved readiness of ballistic missile defense platforms by 32 percent.

manufacturers to provide a certain level of support."

Unlike standard contracts, PBL arrangements don't incentivize running up maintenance labor hours, parts or other measurements. Instead contractors are graded based upon meeting certain performance expectations.

In the end, the fleet gets improved material availability, and the Navy spends less.

"The history of PBLs demonstrates that the Navy can achieve improved readiness at significant savings if arrangements are properly structured and executed," Hoapili said. "The potential for

cost savings is huge."

The Navy currently has PBLs for products as diverse as auxiliary power units, wheels, brakes and valves for systems including aircraft like the F/A-18 Hornet.

Hoapili said that while setting up PBLs initially requires a little more effort, the long-term savings to the services can be huge.

"It's not our money that we're saving; it's the warfighters' money," she said. "The effort that we do is exclusively on their behalf."

In recent years, DLA has expanded its emphasis from wholesale support to include more retail focus.

Bruce Nelson, the team's Customer Account Manager explained that the idea originated around 2008, when the 5th Fleet requested that strategic, high-demand materials be closer to the fight.

"This improved their readiness considerably," Nelson said. "The Navy was very effusive in their praise of the idea."

In early 2011, the Navy launched an official forward stocking effort to identify crucial logistical items and begin moving them to forward staging areas in Bahrain, Sasebo, Japan, and Sigonella, Italy.

The Navy originally decided to focus this initiative on several common platforms such as coastal patrol craft, mine countermeasure ships and ballistic missile defense platforms.

Naval Supply Systems Command worked closely with Navy national account managers at DLA Headquarters and DLA Distribution, and in the initiative's first year included more than 1,000 key items for these platforms in the initial rollout.

Nelson explained that forward stocking reduces logistics response time and transportation costs and improves

Navy Petty Officers 3rd Class Chad Sims and Nickolas Bibs conduct maintenance on the main tire assemblies of C-2 Greyhound aircraft at Fleet Readiness Center Southwest in San Diego. DLA helps reduce the number of inventory sites and reduce waste.

readiness by placing essential supplies closer to forward-deployed areas. By having strategic materials stored closer to major areas of operation, the Navy reduces costs on shipping and storage.

"We take a look at the demands of the vessels that operate in that area and carefully choose the items that we're going to place out there," said Nelson. "The goal is to increase readiness of those ships."

To assist the Navy, DLA organized a dedicated forward stocking team from various components of military supply chains to include demand planners, supply planners, buyers, product specialists and weapons system support managers.

"DLA's involvement with forward staging and management of parts has resulted in a direct and measureable improvement in materiel readiness," Vice Adm. John Miller, commander of the Navy's 5th Fleet, stated in September. "We have seen dramatic improvements in

overall support during the past year."

DLA's team tackled the task by reviewing demand and supply plans, preventing parts shortages and refining the new system.

As of December 2013, the forward stocking initiative has improved readiness for mine countermeasure ships by 10 percent, ballistic missile defense platforms by 32 percent, and coastal patrol craft by 6 percent.

DLA Land and maritime Commander Navy Rear Adm. David Pimpo said his organization's personnel challenged themselves "to attain and maintain a very high standard in support of these critical platforms."

"I could not be more proud of my forward stocking team and the results they have achieved," he said. ★

— *Editor's Note: DLA Land and Maritime Public Affairs contributed to this article.*





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Air Force Support

Story by Beth Reece

The phone on Air Force Col. Gary Wiley Jr.'s desk rings every hour. He thinks of it as both the "911" and "411" for Air Force logisticians.

"We prefer the calls to be informational, because our goal is to anticipate problems and address them before customers feel the need to call us

with an emergency," said Wiley, who leads the Air Force National Account Manager Team for DLA Logistics Operations.

The sole purpose of Wiley's seven-member team is to make Air Force customers happy, whether it's by altering stock at forward locations or helping the service get better prices. And while a customer satisfaction survey conducted in

early 2013 revealed that customers wanted some improvements in DLA's support, Wiley's deputy, Air Force Lt. Col. Scott Hopper, said things have greatly changed.

"We've come a long way from an Air Force that rated their satisfaction with DLA at just 46 percent a year ago. Senior leaders who didn't mark us well then are now talking about how much our support and relationship have improved," he said.

Quarterly webinars now give Air Force customers a chance to ask questions about logistics support and give Wiley's team an opportunity to share information about DLA initiatives.

"It's pretty awesome that we're attracting about 75 customers, representing every major command and all the industrial sites, to this webinar, and they really are a 'push-pull.' Sometimes there are things they want to learn from

F-16 Fighting Falcon aircraft taxi down a runway during an exercise at Kunsan Air Base, South Korea. DLA Aviation has boosted forward stocks throughout the Pacific theater to ensure aircraft are ready when needed.



Air Force Staff Sgt. Thomas Johnson, a 19th Equipment Maintenance Squadron aerospace propulsion craftsman, finishes moving an engine propeller on a C-130 Hercules aircraft at Little Rock Air Force Base, Ark. DLA Energy is helping the Air Force get better prices for fuel by helping the service switch from military-specification jet fuel to commercial grade.

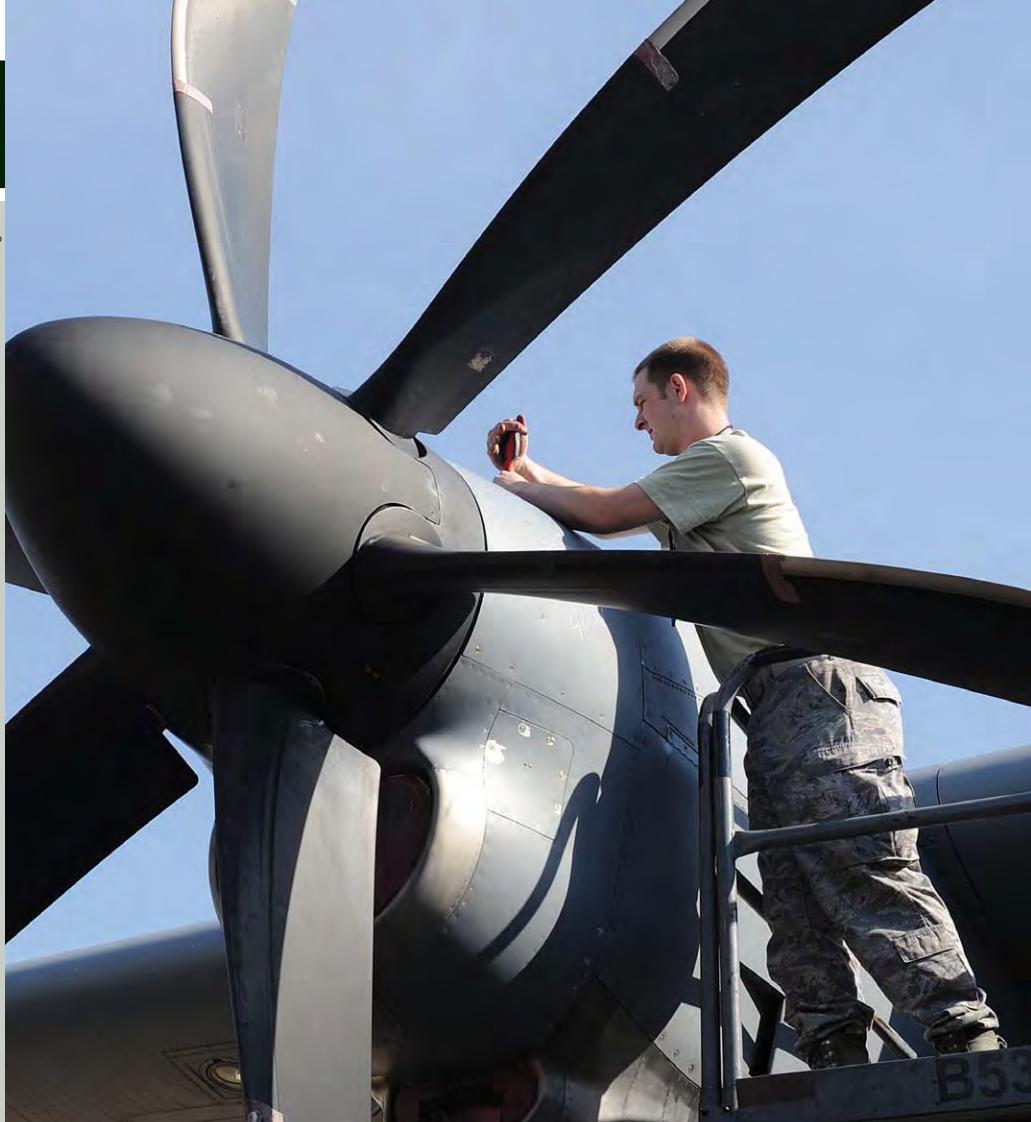
us, but there's also a message we want to push out to them," Hopper said.

In a recent webinar, Air Force customers were briefed on the agency's inventory-reduction efforts. Some customers feared they didn't have a say in what inventory DLA reduces, Wiley said, but the webinar helped his team explain to customers why the agency is pursuing it and let them know their input is important.

Repair parts for the B-2 Spirit bomber fleet stationed at Whiteman Air Force Base, Mo., were among those that customers thought might become scarce as a result of inventory reduction, for example. The B-2 is a small fleet, which means the demand pattern for repair parts is also small.

"That makes their stock susceptible to

Elora Remington



U.S. Air Force Photo





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getting reduced, but when the customer brought this to our attention, we were able to exempt the B-2 until we can study it further," Hopper said. "This kind of collaboration helps DLA provide targeted solutions to the Air Force."

Three members of DLA's Air Force National Account Manager Team are located with customers. Lisa Rutherford is with Air Force Materiel Command at Wright-Patterson Air Force Base, Ohio. Her job is to assist customers with problems

and help them plan future logistics support.

"Customers know that I'm here; they know that I'll work their issues or put them in contact with the right person. I have enough background and experience with DLA's processes that I can usually help customers on my own," said Rutherford, who began her DLA career as a procurement technician and later served on DLA's MRAP Surge Team in Iraq.

Air Force national account managers at DLA Headquarters partner closely with DLA Aviation's customer support team, which also plays a large role in the effort to improve support. DLA Aviation officials spent the past year improving retail support at air logistics complexes that provide depot maintenance and engineering support. A \$200 million investment that increased the amount of engine repair parts at retail sites allowed the agency to reduce backorders by 25 percent. As a result, there has been a 58 percent cut in parts-related work delays at industrial sites, Hopper said.

DLA Aviation representatives are currently working with General Electric to place support for about 12,000 aircraft engine parts on a performance-based logistics contract by July. PBLs give contractors partial responsibility for material readiness and typically reduce repair time and costs to the military.

Forward stocks in the Pacific theater are also improving as a result of DLA's partnership with Pacific Air Forces, in which officials outlined parts needed to increase readiness for the F-16 Fighting Falcon and the A-10 Warthogs on the

Air Force Staff Sgt. Steven Popke, an F-16 Fighting Falcon aircraft engine mechanic, selects a compressor blade to install in the core module of an F-16 jet engine. DLA Aviation has partnered with Air Force customers to improve support for repair parts at logistics complexes that provide depot maintenance and engineering support.



Air Force Senior Airman Amber Williams

Air Force Senior Airman Sean Hamel, with the 158th Fighter Wing, Vermont Air National Guard, drains contaminated oil and fuel from the fuel oil cooler of an F-16 Fighting Falcon aircraft at the wing's base in South Burlington, Vt. DLA Energy provided 1.2 billion gallons of jet fuel to the Air Force in fiscal 2013.

Korean Peninsula. Hopper said Air Force customers have seen wait times for parts decrease by 40 percent.

And to support the upcoming shift of American forces to the Pacific theater, DLA Aviation recently moved 422 line items valued at \$2.6 million to three distribution depots in the theater.

"Headquarters, Pacific Air Forces is pushing hard to rebalance support to warfighters, and this forward stocking initiative is absolutely essential. The success of this program can be attributed in large part to the support we're getting from DLA," said Don Casing, chief of PACAF's Material Management Branch.

In fuel support, DLA Energy has helped the Air Force convert 29 stateside locations from military-specification jet fuel to commercial grade. DLA issued 1.2 billion gallons of jet fuel to the Air Force in fiscal 2013, so the switch could potentially save the Air Force about \$25

Air Force Airman 1st Class Jonathon Alderman



million, DLA Energy officials said. The conversion will also increase the supplier base, said Bruce Blank, deputy director of supplier operations for DLA Energy.

"More competition will mean lower prices. Also, the move to commercial product allows us to make better use of existing commercial infrastructure," he said.

And by reducing DLA's infrastructure for storage and distribution, the agency will be able to reduce customer costs even further, Blank continued.

In March, Air Force customers will get another chance to grade DLA's support with a follow-up customer satisfaction

survey that includes the same questions DLA scored low on during the 2013 survey.

"I believe there will be a big jump in how our customers perceive us," Hopper said. "It would certainly validate a year of staying late and working really hard. It would also show that DLA's national account managers can have a huge affect on improving relationships with the services." ★

An Air Force B-2 Spirit stealth bomber aircraft lands at Andersen Air Force Base, Guam, after a long-range training sortie between Alaska and Guam. DLA is working with Air Force customers to ensure enough repair parts are available for the relatively small fleet of B-2s.

Air Force Airman 1st Class Jonathon Alderman





Beyond the Military Services

Story by Amanda Neumann

The Defense Logistics Agency is improving and expanding its logistics services to not only the military, but also to several federal agencies, both large and small. "Obviously our primary customers are the military services and the warfighter," said David Kless, national account manager in DLA Logistics Operations. "But as we go from supporting two wars, ... part of the director's guidance was to look to expand DLA's customer base. Federal agencies have logistics requirements; they have customers they have to support. So our approach has been, 'Hey, if there's a logistics requirement that can be filled through an existing logistics solution that DLA provides, why don't we leverage that instead of creating a different solution just because they're not under [the Department of Defense]?'"

Before DLA agrees to take on a federal agency as a customer, officials must look at several issues, to include any legal ramifications or necessary policy changes, Kless said.

Philippine service members at Villamor Air Base in Manila move relief supplies destined for regions affected by Typhoon Bopha in December 2012. In the wake of a natural disaster or humanitarian relief mission, the Defense Logistics Agency is able to assist federal agencies, like the Federal Emergency Management Agency, thanks to interagency agreements.

"You have to say, 'OK, if you're going to do business with DLA, do you have the ability to communicate with our systems?'" he said. "How are you going to order things? How are the finances handled? All of those things are different and unique for each organization. What works for one doesn't always work for the others."

Sometimes pinpointing a specific problem can be a challenge, Kless said.

"The customer may not know how to

articulate what their problem is, especially if they don't have logistics experience," he said. "So a lot of it is listening to what their concerns and problems are and then trying to translate that information into a DLA capability. And there are a lot of capabilities that DLA can provide that aren't unique to a military service or a warfighter. It's not your mother's DLA anymore. Our approach has been, and [the DLA director's] direction is, if it makes sense and someone out there



Marine Corps Lt. Jean-Scott Dodd

can become more effective and efficient by leveraging DLA, then let's do it."

For DLA, the key to success has been in cultivating strong relationships with the agencies despite organizational differences, Kless said.

"Federal agencies are a different type of customer; they are very independent," he said. "There are instances where the acquisition people may not talk to the logistics people, yet they're all under the same organization. So working with federal agencies is definitely a different environment and different mentality than working with the military services, however, not unlike similar challenges we faced with the military services years ago when we first began working with them."

Ultimately, the goal of working with federal agencies is to cut costs across the entire government, Kless said.

"We have multiple customers, multiple accounts, all at different stages of maturity," he said. "Our success perpetuates more success. But we're looking forward at what's best for the whole of government. In the near term, there may be a cost to DLA to do something upfront, but the long-term benefit would benefit the whole of government. That's when it's a win-win, when it's not purely from a DLA or a federal agency standpoint but from the federal government's."

FEDERAL EMERGENCY MANAGEMENT AGENCY

In 2005, Hurricane Katrina, one of the strongest storms to impact the United States, hit the Gulf Coast region, causing catastrophic damage and creating chaos for first responders. It also forced DLA and the Federal Emergency Management Agency to work more closely together.

"The interagency agreement and the strategic partnership DLA has with FEMA was a direct result of [lessons learned during Hurricane] Katrina, when there were duplicate efforts going on and really no coordination," Kless said. "We had two agencies providing disaster

Air Force Master Sgt. Emily Beightol-Deyere



relief support and no communication, so we needed to leverage capabilities and develop a partnership."

Whether it's a flood, fire, tornado, hurricane or earthquake, when a natural disaster hits, support and assistance comes from the impacted area first. Once local supplies and resources are exhausted, calls for assistance go out to the state. Once the state resources are exhausted or overwhelmed, then requests are forwarded to federal agencies, like FEMA, said Dan Strausbaugh, a customer account manager in DLA Logistics Operations. FEMA is the lead agency for the federal government supporting natural and man-made disasters in the continental United States.

"Once FEMA gets the call, they have distribution centers across the nation and they start working their supplies in," he said. "But once they feel that there's something they don't have or they don't have enough of, that's when they reach out to [the Defense Department] because we have a

Air Force Tech. Sgt. Timothy Hageny maneuvers a pallet of bottled water in a trailer full of disaster relief supplies stocked in support of recovery efforts for Hurricane Sandy in 2012. With almost 20 distribution centers located in the United States, the Defense Logistics Agency's supply chains assists with natural disaster relief and humanitarian efforts through an interagency partnership with FEMA.

phenomenal capability that stretches from cradle to grave in the supply chains. So we're working closely with them to ... let them know that we're standing ready for them."

DLA's quick turnaround times for supplies are a huge benefit to FEMA, Strausbaugh said.

"DLA has an awesome ability that rests in networking," he said. "We have stocks on hand at 18 distribution centers in the United States. We can react with the closest distribution center to that impacted area and start sending backup reserves afterwards to keep the sustainment of support going by relying on an enormous network of capabilities. It's an awesome capability that can flex on a moment's



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notice. DLA has come a long way to get us in the position where we can do that quick reaction and get ahead of things before it gets any worse for the impacted civilians. [Hurricane] Sandy was a test to see how big of an operation DLA could push out there, and we passed with more than flying colors. DLA flexed and impressed everybody."

DLA is coordinating and collaborating to change from an interagency agreement with FEMA to more of a pre-scripted mission assignment, which streamlines a clear line of funding requirements, making it easier and quicker for DLA to respond to disaster requirements, Strausbaugh said.

"As everyone knows, the DoD and federal budget lines are being cut each year," he said. "These pre-scripted mission assignments streamline the mission assignment process at U.S. Northern

Command and make sure funding is no longer an issue. What we would like to do is set it up so that we're poised and ready to go when FEMA and/or U.S. Northern Command say they need support. Then, we can push out the commercial meals, bottled water, cots, blankets and clothing more quickly when needed. Plus, we can get [DLA's Joint Contingency Acquisition Support Office] to work with them as well to help with local contracting for generators, water pumps, portable X-ray machines, and anything first responders require to support the affected civilians."

Although receiving fuel quickly in areas with damaged infrastructure is a top priority for FEMA, DLA's vast supply chains can also provide many other items to support disaster relief, Strausbaugh said.

"At this point, fuel is the biggest

commodity that FEMA is looking for. Nobody else can do what we do in that arena," he said. "When everyone else seems to be running out of resources, we can still throw things in like direct vendor delivery or local procurement through our JCASO office. In DLA, it's endless networking and endless resources. [A disaster] could hit one minute from now, and we're poised and ready to execute."

Another asset assisting FEMA is DLA's Distribution Expeditionary Operational Capability, a team supporting humanitarian assistance and disaster relief missions.

Stock gets transferred to one of the three warehouses at DLA Distribution Bahrain, the Defense Logistics Agency's newest distribution center. DLA has partnered with the General Services Administration to forward position bulk consumable items, such as toilet paper and paper towels, in the warehouse, allowing direct fulfillment of customer needs.



Photo courtesy DLA Distribution



both inside and out of the United States. Capable of rapid worldwide deployment of both personnel and equipment, the team responds very quickly to requests from FEMA when needed.

GENERAL SERVICES ADMINISTRATION

DLA and GSA have a strong partnership that goes back several years. Since the start of the wars in Iraq and Afghanistan, GSA and DLA have been operating side by side on the battlefield, providing logistics support required by U.S. warfighters, Joe Faris, business development director at DLA Distribution in New Cumberland, Pa., said.

“Previously, when we set up our distribution center in Kuwait, we had an entire 250,000-square-foot warehouse that we dedicated for GSA material to be forward pre-positioned with DLA Distribution,” he said. “Recently we’ve taken that same concept and we’ve forward positioned GSA materials into our new distribution center in Bahrain. With almost 25,000 square feet of warehouse space in

Bahrain, GSA will have a 90-day supply of stock on hand, including bulk items like toilet paper, paper towels and shop rags, to directly fulfill customer needs, Faris said.

While both organizations have been successful at supporting the other, leaders realize a lot can still be done to make the national supply system more efficient and effective by removing duplicate efforts and leveraging each other’s core competencies.

In the past, most of the joint efforts focused on distribution. A backlog of delayed cargo going to overseas military customers helped kick start the partnership between DLA and GSA, Farris said. GSA already partners with the agency by using DLA’s container consolidation points in Susquehanna, Pa., and San Joaquin, Calif., to get supplies to those customers.

“GSA vendors send material into those

“[Hurricane] Sandy was a test to see how big of an operation DLA could push out there, and we passed with more than flying colors. We flexed and impressed everybody.”

— Dan Strausbaugh

As part of the federal tornado recovery effort, U.S. Army Corps of Engineers contractors secure a tree stump before hauling it from a tornado-damaged home lot in Joplin, Mo., in July 2011. During natural disasters, DLA Disposition Services can partner with the Corps to handle tasks such as debris removal.

two locations to go with other materials that we’re sending to customers in Europe, U.S. Central Command and U.S. Pacific Command,” he said. “But sometimes, the material that comes in from their vendors is not marked and addressed properly to the DoD customer that ordered it.”

When material arrives and can’t be turned around quickly, it becomes “frustrated,” or stuck, at the CCPs, Faris said. To remedy this, DLA reached out to GSA and recommended they use DLA’s vendor shipment module, a set of military shipping labels and addresses,



SERVICE TEAMS

SIDE-BY-SIDE SUPPORT

ensuring both organizations are labelling cargo the same way. By providing the module to GSA and its vendors, DLA hopes to be able to reduce or eliminate that frustrated cargo in the future, Faris said.

In addition to the improvements made in distribution, there has been significant progress in expanding the DLA/GSA partnership into other areas. In early February, DLA Director Navy Vice Adm. Mark Harnitchek and a senior GSA official signed a memorandum of understanding focusing on six initiatives that aim to reduce duplication of effort between the two organizations, creating a more efficient and effective national supply chain for common customers.

GSA is currently transitioning from managing physical inventory to managing deliveries direct from its vendors, something DLA did several years ago, Kless said. The organization is looking to DLA to help it

make the transition seamless to customers. As a result of this effort, GSA is in the process of closing its primary distribution centers at Sharpe, Calif., and Burlington, N.J. This will result in DLA managing about 4,800 items that GSA had managed previously. DLA will move this material into its distribution centers in Susquehanna, Pa.; San Joaquin, Calif.; and Hill, Utah, to support several customers, including the U.S. Forest Service's wildfire program.

"It's just another way DLA is getting into the whole of government business," Faris said.

In addition to these initiatives, both sides are also looking at the feasibility of creating a single electronic mall for the federal government, thereby making it easier for customers to order what they need.

"The future is not only very exciting for GSA and DLA, but for our customers," Kless said.

U.S. COAST GUARD

With more than six initiatives in the works, one of DLA's biggest federal partnerships involves the Coast Guard, said Barbara Shaffer, customer account manager for the Coast Guard in DLA Logistics Operations.

"Last year, we took over management of the Coast Guard's unique consumable items for their 87-foot patrol boat," she said. "And the plan is to do that for almost all their items. After a review in November 2013, we identified about 2,300 additional items that the Coast Guard is going to transfer to us for integrated material

A rigid-hull inflatable smallboat, known as a Safeboat, patrols the waters of Washington, D.C., as part of homeland security operations. In an effort to streamline inventory and reduce operating costs, the Department of Homeland Security recently partnered with the Defense Logistics Agency to efficiently consolidate its large leased warehouses in the national capitol.



Telfair H. Brown

management. So we're moving beyond that platform-by-platform methodology and just saying, 'Hey, if it's an item that meets the model, send it to DLA.'

This year, DLA is focusing on three areas: ensure the Coast Guard receives support from each of DLA's supply chains, finish the transfer of responsibility for remaining unique consumable items, and help the Coast Guard lock down its inventory strategy, Shaffer said.

"The Coast Guard is really flush with inventory, which is very expensive to maintain," she said. "We're trying to help them formulate what their inventory strategy should be. For them, a million dollars in inventory savings is a substantial portion of their annual budget for consumables that can be put back into maintenance. So we want to help them use our demand planning and inventory models to help optimize their efficiency and get back to their core competencies."

Since 2006, DLA has been working with the Coast Guard, helping to lay the foundation for how DLA does business with other federal agencies, Shaffer said.

"We've taken the lessons learned from the logistics reassessments, the transferring of NSNs and the distribution and warehousing issues that I've done for the Coast Guard and we're using that same basic imprint now for [the Department of Homeland Security]," she said. "It's a good template; it works really well. And it's very helpful to have a non-DoD model to present to other agencies and say, 'We're

"Since we currently manage DoD's pandemic response program, it made sense to work with [DHS] to transition management of their program to our facilities."

— John Hill

Justin Senger, Area Support Group Qatar Public Affairs Office



providing them with complete end-to-end supply chain management, here's how that's working and how it can work for you too."

In addition, DLA is including the Coast Guard's requirements in another initiative, DoD's Chemical Management Services, a solution to consolidate the military's management of hazardous material and hazardous waste by region, Shaffer said.

"Instead of every single facility and base out there having a third-party contract to purchase, manage and dispose of their hazardous waste, this is a DoD-wide effort," she said. "Here, everybody is using the same software and reporting systems and leveraging the benefits that you can get from a huge contract. Right now, we're at the very preliminary stages of identifying the biggest Coast Guard hazardous material and hazardous waste sites. Then, as we roll out the [four] regional CMS contracts, we'll fold the Coast Guard requirements into it."

The next entity to be rolled under the

An H1N1 influenza vaccine dose is drawn for injection at a troop medical clinic at Camp As Sayliyah, Qatar. By April 2014, the Defense Logistics Agency will assume management of the Department of Homeland Security's stock of medications and other items to deal with pandemic influenza, allowing DLA to be the primary resource for influenza stock for both DHS and the Department of Defense.

CMS contracts is the Navy fleet readiness centers, most of which are close to Coast Guard sites, Shaffer said.

"The Navy is located coastally, and so is the Coast Guard, so it's the most obvious opportunity to roll the Coast Guard in," she said. "By consolidating [management of hazardous material] on a regional basis and hooking the Coast Guard up with larger sites, they'll have less inventory to hold and less to dispose of, saving them on both the inventory and disposal side."

DEPARTMENT OF HOMELAND SECURITY

In early 2013, after being mandated to freeze its footprint with respect to leased warehouses and infrastructure, DHS began to look at consolidating its large facilities in three major locations: Miami, California and Washington, D.C. Starting with the national capital region, DHS came to DLA for assistance, said Jon Hill, a logistics management specialist in DLA Logistics Operations. DLA provided the department



SERVICE TEAMS

SIDE-BY-SIDE SUPPORT

information about DLA Distribution centers and the agency's efforts to more efficiently store and ship supplies.

"We gave them recommendations and analyses of ways to streamline their processes to create efficient logistics solutions in those facilities," he said. "And we partnered them up to talk with the various [DLA] field activities, like DLA Troop Support and DLA Distribution."

As part of the effort to help DHS streamline inventory, DLA completed 13 warehouse site visits in the Washington,

D.C., area and soon noticed that assistance with DHS's large pandemic influenza vaccine inventory was something the agency could offer right away, Hill said.

"[Assuming management of] their pandemic inventory was a quick-win situation that we recognized immediately," he said. "They have a very segmented program that has about \$43 million of inventory spread out over their nine subcomponents. Since we currently manage DoD's pandemic response program, it made sense to work with them

to transition management of their program to our facilities."

After working with DHS to account for their influenza vaccine stock, DLA also took inventory of DHS's personal protective equipment, such as masks, suits and gloves, as well as its medical countermeasures, like Tamiflu and other medications. With numbers in hand, DLA quickly rolled out a plan of action, Hill said.

"First, we plan to transition medical countermeasures from DHS warehouses to DLA Distribution centers in San Joaquin and Susquehanna. Next we'll look at DLA Distribution centers in the U.S. for strategic positioning of personal protective equipment. In the event of a pandemic outbreak, we can distribute down to the closest DHS location at a much faster rate. From there, DLA would source, manage and distribute influenza stock for both DoD and DHS."

Once a pandemic influenza outbreak is suspected and vaccine stock is requested, several things happen at once, Hill said.

"Once DHS gets the official outbreak statement from the Department of Health and Human Services, DHS will let us know where they need the materials, for what number of days and how soon they need them," he said. "And that could be as soon as 48 to 72 hours. That notification will come through DLA Distribution, whose employees pick, pack and palletize the materials, then put them on the most expeditious manner of transportation to get materials to the locations needed."

For DLA, the goal is to eliminate repetitive buys of the same items across the federal government by allowing DLA be the primary provider for DHS's inventory, Hill said.

"Our goal is to be managing their entire pandemic inventory stock by April 2014," he said. "By December 2015, we'll

A PARTNERSHIP IN PROGRESS

U.S. ARMY CORPS OF ENGINEERS

The devastation of 2012's Hurricane Sandy, which tore through the Caribbean and up the East Coast, provided a new customer – the Army Corps of Engineers – to DLA by accident, said David Kless, national account manager in DLA Logistics Operations.

"The corps partnership came out of [Hurricane] Sandy," he said. "They came to us and said, 'Hey, there was a lot you did to help us, why don't we look at formalizing this?' So now, we're trying to establish a memorandum of agreement and work that partnership so we have the ability to support them."

Named as one of the primary federal agencies for emergency support functions, the Army Corps of Engineers gets direct supply requests for items such as bottled

water and services like debris removal, said Dan Strausbaugh, customer account manager in DLA Logistics Operations.

"The big ticket item there [for DLA] is what we can do to support them with their ESFs," he said. "The scope is going to vary from whatever incident occurs. If it's a very small incident, we might not get anything at all. If it's a medium-sized event, we may come in with providing fuel for their generators and perhaps have [DLA] Disposition Services help them with cutting up and getting rid of some trash. The duration of that event obviously has a big play in what type of support they're going to require from DLA."

— Amanda Neumann



Hurricane Sandy

NASA Photo



give them solutions to help consolidate or reduce a lot of that warehousing, and we want DLA to be the source for their primary logistics support. Eventually, we want to become a full-service supply chain manager for DHS and its subcomponents. We're getting the best value, using economies of scale and the whole of government logistics approach, especially since what's good for the military services are the exact same things being utilized by the federal agencies, so why not?"

By obtaining management of DHS's inventory, DLA hopes to eventually lower prices for both agencies, Hill said.

"Later on, we may get to a point where, once we build up assurances and continued trust factors, we can have our vendors deliver to a specific DHS location as needed, like we do with the military services," he said. "But

that's forthcoming. In the meantime, by incorporating the numbers we need to support DHS through our current sourcing, we'll also lower pricing."

By cutting down on leased annual warehouse space and reducing operating costs, the initiative will generate substantial savings for DHS, Hill said.

"Based on the inventory data, DLA Distribution did a space determination and cost analysis," he said. "And it looks like, with just the [pandemic influenza stock] alone, we can save DHS anywhere in the neighborhood of \$3 million-\$4 million a year."

Regardless of the path a federal agency takes to get to working with DLA, each partnership helps open the door for additional support opportunities in the future, Hill said.

"Right now, DLA is only doing bits

Senior Airman Mitchell Chandler loads cases of bottled water into a truck at McConnell Air Force Base after a deadly tornado passed through Moore, Okla., Kan., May 21, 2013. Thanks to an interagency agreement, federal agencies, such as the FEMA can rely on assistance from the DLA during natural disasters and humanitarian relief efforts.

and pieces for different agencies," he said. "We supply food and different materials for FEMA; we're working with the Coast Guard with respect to certain aspects of their inventories; and now we're working with DHS. [And] it brings a lot of great credibility to what we do here in terms of our communications with other agencies outside of DLA and beyond the DoD. But ultimately, our goal is to form strong relationships, expand services and become the source of their primary logistics support. And we're only just beginning." ★

A Conversation with...

Michael Van House

DLA Logistics Operations' acting deputy director of operations discusses how the Military Service Support Division got its start and how its mission has evolved along with U.S. military operations and expanded to include other federal government organizations.

How did the Military Service Support Division get its start?

The Military Service Support Division as we know it today was created in 2003 as part of the agency's implementation of its Business Systems Modernization initiative. Because of the emphasis on customer relationship management, the division was originally named Customer Support and Operations. Support teams were created for each of the four military services along with a fifth team to support federal agencies

and international programs. That's essentially the same organizational construct we have today.

How has the mission evolved?

The scope of support that the Military Service Support Division provides today has expanded greatly over the past decade in response to the services' changing operational requirements. In addition to supporting two separate wars post-9/11, we also support several other federal agencies such as the

Coast Guard, Federal Emergency Management Agency, Department of Homeland Security, General Services Administration, various law enforcement agencies, and the Foreign Military Sales program. We are doing more now than we have at any point in the past, and more effectively, more efficiently, and at less cost to the customer.

What do you see as the value of the military service support teams?

The military service support teams are a vitally important resource for the agency. They serve as DLA's face to the customer. Each team is composed of a national account manager, a customer account manager, and customer support reps on the ground who are collocated with their customers. Through their daily interaction and on-site collaboration with military and federal agency representatives at all levels, the teams build strong relationships – trust – with the customers that DLA will be there to support them.

How do you tailor the support DLA provides to the services?

Each of the four military services and the various federal agencies we support are different. They have different missions, different requirements and different cultures.



Navy Petty Officer 1st Class Daniel Garas

Michael Van House, acting deputy director of operations in DLA Logistics Operations.

That said, there is commonality in the type of logistics support DLA provides, i.e., food is food, fuel is fuel, etc. The military service support teams are the conduit between the services and DLA and have the important responsibility of ensuring requirements are clearly identified and that the scope of support is tailored to the specific requirement.

What feedback have you received from the services on the value your teams add?

We receive customer feedback in many different ways: during senior leader engagements, at annual military service days, at meetings and conferences, in response to formal customer surveys, and perhaps most importantly, from the warfighter on the ground who depends on our support. In every instance, the feedback we receive is consistently outstanding. During the most recent customer survey that was taken by senior leaders across the services, we received a customer satisfaction rating of nearly 80 percent. Our service teams have a reputation for always going the extra mile to accomplish the mission.

As the services draw down from the U.S. Central Command area of operations, how do you see the role of the service teams changing?

As the military services continue to draw down in Afghanistan, our military support teams have the added responsibility of supporting retrograde operations and helping reset the force for future operations. That focus will likely remain for

“During the most recent customer survey that was taken by senior leaders across the services, we received a customer satisfaction rating of nearly 80 percent. Our service teams have a reputation for always going the extra mile to accomplish the mission.”

at least the next several years, and there will also be an increased emphasis on the Pacific region, as dictated by the Office of the Secretary of Defense. As our teams have demonstrated through other periods of change, they will continue to provide great support to the services and federal agencies and maintain DLA's reputation as a world-class combat logistics support agency.

Do you see other opportunities outside the traditional DLA support?

Yes, absolutely. As I mentioned earlier, a prime example of other opportunities outside the traditional support DLA provides is the great work our federal and international programs team is doing. In an effort to better support the customer, we've established several new support “lanes” for various federal agencies such as the Coast Guard, FEMA, DHS, GSA, etc., along with international programs such as Foreign Military Sales. Logistics is what we do, and we can do this more effectively, efficiently, and at less cost to the customer.

In what ways did you interact with DLA prior to becoming a senior leader here?

Like many of us who now serve at this great agency, I was primarily a

customer to DLA. As a commander in the field, I depended heavily on DLA for support. My ability to accomplish the assigned mission depended on equipment readiness and ensuring the troops had what they needed to get the job done. Food, fuel, individual combat equipment, construction material, medical supplies, repair parts and more – I counted on DLA to be there when I needed them. And they never let me down.

Based on your breadth of experience, what leadership priorities are most important for you and your subordinate Military Service Support Division leaders?

First and foremost, to understand that the customer is priority one: the warfighter, forward-deployed or in garrison, who needs and depends on our support. I expect my subordinate leaders to do everything within their authority to provide responsive and best-value logistics support to the customer. And as leaders within DLA, it's imperative that we hold ourselves to the highest standards of performance and conduct and to always do what's right and best for the customer and the American taxpayer. We must be good stewards of the resources entrusted to our use. ☀



Chemical Management Services

Story by Navy Petty Officer 1st Class Daniel Garas

The Defense Logistics Agency is working to make managing hazardous materials easier for the military services by developing a Defense Department-wide standardized chemical management system.

"All across the services, everyone has to handle HAZMAT," said David Koch, division chief for supply chain integration in DLA Logistics Operations. "What we thought is, 'Instead of everyone doing this on their own, what if there's a common service that did this?' Then it would be much cheaper for all involved."

One of DLA's newest initiatives, Chemical Management Services, is working to save time and resources by doing just that.

Carolyn Liebeck, DLA's program manager for CMS, said the agency is working with the military services to find ways where it's possible to centralize handling hazardous material.

"Right now it's decentralized," she said. "Our goal is to reduce operating costs and reduce infrastructure."

The idea of centralizing management of hazardous materials isn't a new one, Koch and Liebeck explained. The concept

received new emphasis in 2010 as part of a search for logistics efficiencies spearheaded by the Office of the Secretary of Defense. Experts estimated that efficiencies ranging from 25 percent to 40 percent could be achieved through the use of joint standardization and consolidation of budgets to manage CMS.

"We're working at reducing the footprint of the labor and the acquisition associated with HAZMAT by having a

"Knowing that you have a good program in place that is going to be in compliance with all environmental law and handle all of your chemical management services from cradle to grave is a big deal. There's potential to allow us to be much more efficient."

— Dennis Crimiel

third-party logistics contractor manage it," she said.

One service branch taking note of DLA's CMS is the Marine Corps, which recently awarded a contract for management of chemicals to DLA.

The contract was designed to offer chemical management services at several bases in the Pacific, including at Iwakuni and Okinawa, Japan, Guam and Australia. Another contract is in the works to handle management of chemicals for the Marine Corps, beginning on the West Coast at Marine Corps Air Station Miramar, Calif.

Jim Lettinhand, head of the Marine Corps' Total Life Cycle Management Office, said the corps is looking for DLA to apply commercial industry best practices in meeting environmental, health and safety goals for his service's management of chemicals.

"Programs like [DLA's] CMS serve as the single point of contact for all regional customers desiring to obtain chemical products and services," he said.

Lettinhand explained that CMS will assist the Marine Corps in determining parameters to support 7-14 days' worth of inventories. This will include facilitating

CMS

CHEMICAL MANAGEMENT SERVICES

WHAT IT IS:

A standardized, integrated chemical management system devoted to maintaining warfighter readiness while providing responsive and reliable hazardous material management at the lowest total cost and providing environmental compliance for the military services.

WHAT IT DOES:

- Synchronizes end-to-end supply chain management
- Consolidates and standardizes services
- Adheres to compliance with all environmental laws
- Life-cycle management from cradle to grave

BOTTOM LINE:

REDUCED OPERATING COST
CONSOLIDATION
DLA MANAGED
FEWER CONTRACTS
GREATER SAVINGS

COST TRANSPARENCY

HAZMAT MANAGEMENT CONTAINS NUMEROUS OVERLOOKED COSTS BECAUSE THEY ARE HIDDEN AMONG MANY DEPARTMENT BUDGETS.

With DLA



Without DLA



CHEMICALS

SAFETY
HANDLING
INVENTORY
TRANSPORTATION
UTILIZATION
DISPOSAL

WHO IS USING IT



Coast Guard



Navy



Marine Corps

Currently Active

Fleet Readiness Center Cherry Point, N.C.
Fleet Readiness Center Jacksonville, N.C.
Fleet Readiness Center North Island, Calif.

Planned

Iwakuni, Japan
Okinawa, Japan
Elizabeth City, N.C.
Miramar, Calif.

"I think our leadership is looking at what we can do through our partnership that's going to pay dividends, not just for the Coast Guard, but for DLA, as well."

— Dennis Crimiel

delivery, storage and receipt processing into an electronic chemical tracking system.

He said the Marine Corps working with DLA to handle its HAZMAT services will lead to reduced cost, increased operational effectiveness and better safety for Marines while providing a standardized process for disposal.

Another organization watching DLA's CMS initiative with interest is the Coast Guard.

The Coast Guard plans to partner with DLA to piggyback on an existing DLA contract supporting the Navy at fleet readiness centers in North Carolina, Florida and California, which will reduce the amount of contracts it needs to manage its HAZMAT.

"Knowing that you have a good program in place that is going to be in

compliance with all environmental law and handle all of your chemical management services from cradle to grave is a big deal," said Dennis Crimiel, deputy chief of the Office of Logistics at Coast Guard Headquarters. "There's potential to allow us to be much more efficient."

Crimiel added that having DLA potentially take on the Coast Guard's HAZMAT duties is appealing because of DLA's established professionalism and flexibility.

"The level of support has been just outstanding," Crimiel said. "I think our leadership is looking at what we can do through our partnership that's going to pay dividends, not just for the Coast Guard, but for DLA, as well."

Another benefit of having consolidating contract is the ability to

reduce facilities and costs.

If DLA can help facilitate purchasing hazardous chemicals under a larger umbrella in a certain region, it reduces costs, Liebeck explained.

"One larger contract is better because bases will have better asset visibility over an entire region," she said.

Liebeck said savings from such an effort will take time, but her team estimates such savings over time could range from 5 to 20 percent.

Koch also noted that expanding missions is a goal for DLA in its quest to provide the most efficient support to the military services.

"Doing well with this shows our capability to take on new logistics responsibilities as an agency," Koch said. "We are saving the government money and offering customers an additional service." ☀

Decontaminated barrels sit at a facility built to treat military-generated hazardous waste at Camp Speicher in Tikrit, Iraq. DLA's CMS initiative can reduce operating costs and infrastructure associated with managing HAZMAT.



Scott Peterson

QUOTABLES

“Our wholesale performance is better than it’s ever been; we have fewer backorders than we’ve ever had; and we’re doing it with about \$4 billion less in inventory. Think about that; that’s really impressive.”

— DLA Director Navy Vice. Adm. Mark Harnitchek, at his Feb. 12 Director’s Call with DLA employees.

“Ethics and character are absolute values that we cannot take for granted. They must be constantly reinforced. It is the responsibility of all of us — all of us who ask for the trust and confidence of the American people — to ensure these values are imbued in all our people and we all live up to them.”

— Defense Secretary Chuck Hagel, during a Feb. 7 Pentagon news briefing.

“Just think about the kind of work our men and women in uniform have done every single day all across the globe. They have built cities in the middle of deserts halfway around the world. They’ve built schools in remote villages. They’ve repaired complex machinery in combat zones in the middle of the night. In short, our troops have taken on some of the most challenging projects in some of the most inhospitable places under some of the toughest deadlines and constraints.”

— First lady Michelle Obama, Feb 10 at the National Symposium on Veterans’ Employment in Construction in Washington, D.C.

“The threats facing our country are more decentralized now. They’re self-motivated, harder to identify, and we’re looking at how we lay down our forces to provide a layered security approach as those threats approach our shore.”

— Coast Guard Commandant Adm. Robert Papp, speaking about the future of the military at sea and defense strategy in the Asia-Pacific region at the Armed Forces Communications and Electronics Association West Conference Feb. 13 in San Diego.

BY THE NUMBERS

40:

Number of auditors assigned to the DLA Office of the Inspector General. The organization also has 24 investigators and 4 investigative analysts.

13 MILLION:

Barrels of fuel DLA Energy sold to the Army in fiscal 2013.

431 MILLION:

Pounds of scrap metal DLA Disposition Services has disposed of since beginning operations in Afghanistan.

60:

Military and civilian personnel in DLA Logistics Operations’ Military Service Support Division.

29:

Number of stateside locations DLA Energy has helped the Air Force transition from using military-specification jet fuel to commercial grade fuel.

THE Inspector General

Story by Beth Reece

Army Col. Allen Kiefer has a philosophical belief about his fellow Defense Logistics Agency employees.

"Nobody wakes up in the morning and says, 'How can I screw up today?' I think everybody wakes up wanting to do the right thing. Sometimes they just don't know what the right thing is," he said.

But that belief doesn't get in the way of Kiefer's job as the DLA Inspector General, in which he oversees audits and investigations that prevent and detect fraud, waste, theft and employee misconduct.

"We're here to provide the director an unbiased, objective and fair evaluation of what's actually happening. Sometimes people are afraid we're out there looking for bad things; we're just looking for the facts," he said.

Kiefer became DLA's third IG in July 2013, two years after the agency's Office of Inspector General was established. With 40 auditors, 24 investigators, and 4 investigative analysts located at DLA activities around the world, he plans to make his organization one that employees trust and one that helps improve DLA overall.

Among Kiefer's top priorities is shortening the timeline for audits. The goal is to complete audits and present recommendations to the director so he can make decisions and take appropriate action within 90 days, Kiefer said.

"Back in the day, audits took a little too long, and sometimes the results were

overcome by events by the time the report was issued," he said.

The IG office conducts routine audits to help the agency achieve audit readiness, as well as audits on high-risk areas to reduce material costs, operating costs and inventory. Audits may also be done to ensure the agency is in compliance with appropriate standards, laws and policies. An audit was recently completed on Facility Sustainment, Restoration and Modernization Program funds used to upgrade DLA facilities in Europe, for example.

DLA's IG office conducts routine audits to help the agency achieve audit readiness, as well as audits on high-risk areas to reduce material costs, operating costs and inventory.

"We found there were a lot of procedures that weren't being followed properly, which could have led to vulnerabilities for fraud," Kiefer said. "Those findings have since been corrected."

Following up on the recommendations of such audits is another area Kiefer wants to improve.

"We've got to make sure changes are implemented and the problems fixed so we don't have to continue to relearn the same thing," he said.

"The IG is a little bit different from other investigative and audit organizations in that there are certain rules we follow to maintain our independence and impartiality. And the perception of independence, impartiality and fairness are cornerstones for the IG. If we don't have that, then nobody will talk to us because they'll be afraid of retaliation or some other bad outcome," he said.

While he considers his criminal investigators "true professionals" who can conduct direct or gruff interviews when necessary, Kiefer is working to ensure they're equally adept at administrative interviews, which are typically done in a more friendly tone.

"I want this to be about helping the organization and finding the facts. It's a kinder, gentler approach that many of my criminal investigators haven't actually been trained in," he said.

Investigators will receive formal training this spring from DoD Joint Inspector General personnel on how to conduct administrative investigations and write investigation reports the IG way.

Kiefer said having its own IG office is good for DLA because it gives leaders the chance to fix issues without them coming to the attention of the DoD IG or the Government Accountability Office.

"I'd rather have my own internal guy tell me something is wrong so I can fix it than hear it from somebody else or, God forbid, hear about it through the media," Kiefer said.

And while DLA field activity

commanders could appoint their own employees to investigate in certain cases, these individuals typically wouldn't know rules of evidence, Kiefer continued.

"There are things they may be appropriate to investigate, but my folks are professional investigators. They know how to put together a case, and they can effectively communicate with other law enforcement organizations to get assistance," he added.

Having internal investigators also ensures small offenses that wouldn't ordinarily be pursued by Defense Criminal Investigative Services are still dealt with.

"DCIS doesn't have the resources to look at small things. It's not that it's not important; they only have so many investigators and so much time. So having our own resources allows us to be a deterrent for smaller crimes, because if you let the little crimes go, they'll lead to bigger crimes," he said.

That Kiefer was originally an Army quartermaster makes him an ideal candidate for the job of leading DLA's auditors and investigators.

"My background is helpful because I can talk the language with the folks in the organization, so when they start talking about parts and supplies and things in the distribution pipeline, I know what they're talking about," he said.

Kiefer also brings to DLA his experience working as the chief of staff for two secretary of the Army-directed reviews, one that occurred in 2009 following the shooting at Fort Hood,

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Texas, which left 13 people dead and more than 30 injured, and another that evaluated behavioral health practices at medical centers throughout the Army.

"Those roles helped prepare me for this because they, too, involved a great

amount of team building," he said. "This job has been more of a challenge than I thought it would be, but I still love coming to work every day and being the DLA IG. We're doing a lot of things that are going to be good for DLA in the long term." 



I AM

DLA

My name is:
Nanette Tamura

I am:
I am a customer account manager for DLA Document Services.

Describe your job in a sentence:
I serve as a customer service representative for the Pacific region, covering Japan, South Korea, Guam, Alaska and Hawaii. I promote DLA Document Services' core capabilities, which include document scanning and conversion, electronic content management solutions, office document device procurement, and print services.

How long have you worked for DLA?
I have worked for DLA for 26 ½ years and with DLA Document Services for 19 years. I have worked in my current position seven and a half years.

What is your favorite thing about working for DLA?
Interfacing with countless different agencies and researching and evaluating new concepts and efficiencies as agencies strive to go paperless and become audit ready.

What is your best memory of working here?
Seeing the DLA Document Services facility in Pearl Harbor, Hawaii, evolve over the years and transition its focus from traditional offset printing to digitizing hardcopy documents and building solutions to manage the electronic content.



How do you make a difference to warfighters?
DLA Document Services plays a major role in providing warfighters with critical information, on demand, in digital or hardcopy format. I look forward to expanding our support as we continue to serve them with initiatives such as producing maps on demand and providing and maintaining office document devices on Navy ships.

Nanette Tamura